New Nouveau Brunswick

Department of Healthy and Inclusive Communities

Annual Report 2013-2014

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Transmittal Letters

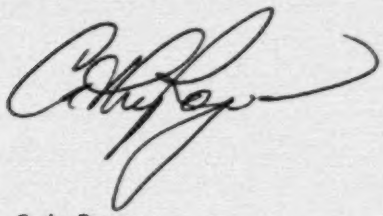
From the Minister to the Lieutenant-Governor

Honourable Jocelyne Roy Vienneau
Lieutenant-Governor of New Brunswick

May it please your Honour:

It is my privilege to submit the Annual Report of the Department of Healthy and Inclusive Communities, Province of New Brunswick, for the fiscal year April 1, 2013 to March 31, 2014.

Respectfully submitted,



Cathy Rogers
Minister

From the Deputy Minister to the Minister

Honourable Cathy Rogers
Minister of the Department of Healthy and Inclusive Communities

Dear Madam:

I am pleased to be able to present the Annual Report describing operations of the Department of Healthy and Inclusive Communities for the fiscal year 2013-2014.

Respectfully submitted,

Edith Doucet
Deputy Minister

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Minister's Message

The mission of the Department of Healthy and Inclusive Communities is to lead, promote and support the development of healthy and inclusive communities.

Achieving this mission requires the development of strong partnerships, both within and outside of government. Government departments must work together to coordinate policies, programs and services. Communities, the non-profit sector and stakeholders must be engaged to collaborate effectively with government.

As the focal point of activity aimed at the development of healthy and inclusive communities, the department oversees program development and delivery in the areas of Sport and Recreation, Wellness, and Active Communities. In 2013-14, the department hosted nine regional public sessions with New Brunswickers to establish a common vision for living healthy and aging well. A new toll-free information line for seniors was created and the department invested in a para-sport equipment loan service for persons with a disability. Additionally, significant work was undertaken to implement the New Brunswick Sports Plan and evaluate and renew New Brunswick's Wellness Strategy.

Within government, the department provides cross-departmental leadership to coordinate programs, policies and services for seniors, youth, persons with a disability, and persons living in poverty. Interdepartmental working groups have been created in these priority areas to facilitate the exchange of information, ideas and best practices.

Government cannot operate in a vacuum. A critical part of our departmental mandate is to serve as a vehicle through which government can engage and work in partnership with communities, the non-profit sector and stakeholders.

The work we do helps New Brunswickers have an enriched quality of life wherever they live, work, learn or play. This annual report reflects the excellent progress that we made during 2013-14. I look forward to building on this success in the coming year as we move New Brunswick forward together.

Honourable Cathy Rogers
Minister of Healthy and Inclusive Communities

Deputy Minister's Message

This year, the annual report of the Department of Healthy and Inclusive Communities has a new design and format. The redesigned format, adopted by the Executive Council Office (ECO), will focus on performance reporting.

The 2013-2014 fiscal year was transformational for the department, as we began our journey to become a performance based organization. Significant progress was made in developing a new mission statement, identifying objectives to align with our mission and establishing other measures to track our progress and ensure we are meeting our targets.

The department undertook a Lean Six Sigma project to review its Active Communities Grant program. Efficiencies were identified and implemented, resulting in improved cycle time for processing of grant applications and increased client satisfaction.

The Wellness Strategy was in development and will impact the work of all departments in government. We look forward to partnering with other departments to assist in aligning their initiatives with the goals of New Brunswick's Wellness strategy.

We are proud of the work that has been done to ensure greater accountability for the dollars we spend. Additionally, our team worked diligently to identify outcomes for the services it provides to the public and various stakeholder groups and organizations.

As we move forward, our priority will be to develop a culture of continuous improvement. We must identify where things can be done better, make necessary changes and ensure we sustain the improvements that are made. Through these efforts, we will transform ourselves into an efficient, results-oriented, performance based organization.

Edith Doucet
Deputy Minister

Highlights

- Based on the results of a comprehensive evaluation of the 2009-2013 Wellness Strategy, consultations were conducted with partners and stakeholders to support the renewal process. Recommendations from the evaluation, along with input from the consultation process, informed the development of New Brunswick's renewed Wellness Strategy, which will be released in 2014-15.

- A Toll-Free Seniors Information Line was established providing older adults with a traditional method of speaking one-on-one with bilingual, customer-service oriented telephone agents. Agents will provide basic information about provincial programs and services, assist callers in navigating their way through the various government departments and ensure that callers get to the right service provider as required. The service was launched on October 1, 2013 in conjunction with National Seniors Day and United International Day of Older Persons.

- Legislation enabling the permitting and regulating of combat sport events in New Brunswick, was developed. The *Combat Sport Act* and regulations come into force in 2014-15.

- Through Para NB Sport and Recreation and the New Brunswick Aboriginal Sport and Recreation Authority, continued investments were made to support the development of sport and recreation participation opportunities for persons with a physical disability and aboriginal youth.

- The department worked with the Economic and Social Inclusion Corporation to coordinate multi-department feedback on the *Overcoming Poverty Together 2* plan, which will be released in 2014-15.

- The department collaborated with the departments of Social Development and Health on a new strategy for seniors entitled *Home First. Home First* is a three-year plan to enhance healthy aging and care for all seniors in New Brunswick. The *Home First* strategy addresses recommendations contained in the report entitled *Premier's Panel on Seniors: Living Healthy, Aging Well,* which was released by the department in December 2012.

- The Interdepartmental Working Group on Youth (IDWG), led by the department, was formed in 2013. The IDWG has responsibility to review the 1NB Youth Strategy, assess progress, and provide status updates. In February 2014, the IDWG held a consultation with youth stakeholders that will inform government's response to 1NB.

- The implementation of the *Employment Action Plan for Persons with a Disability* is led by the department, in partnership with key stakeholders and other government departments. This Action Plan is now in year three of a five year implementation process, with 85 percent of its actionable items in progress or completed.

- The Active Communities Grant Program provided support for activities and projects that raise awareness of the importance and enjoyment of physical activity and promoted new or expanded opportunities for New Brunswickers to be active.

- The department developed its first Strategy Map and Balanced Scorecard under the formal management system.

Strategic Priorities

Strategy Management

The Government of New Brunswick (GNB) has implemented a formal management system, built on leading business practices, to develop, communicate and review strategy. This process provides the public service with a proven methodology in both public and private sectors to execute strategy.

The formal management system starts with a strategic vision. The government expresses its vision through the themes of a stronger economy and an enhanced quality of life while living within our means. This strategic vision is articulated through the strategy map, which is a tool to provide focus and overall direction for improvement.

The Perspectives of the Strategy Map

The strategy map focuses on what's important to citizens: stimulating job creation and getting more people working; access to necessary programs and services; and providing value for their tax dollars. The financial perspective addresses the financial requirements needed to sustainably support the commitment to citizens, stretching across all three themes of the vision. The financial perspective focuses on supporting the private sector to stimulate growth, ensuring the government lives within its means by achieving a sustainable budget, and funding priority programs to contribute to an enhanced quality of life.

The internal processes are government's direct role in achieving the vision. They are the strategic improvements government needs to successfully implement to achieve the vision. Each department sets its own goals and priorities within the strategic themes to match its programs and specialized needs.

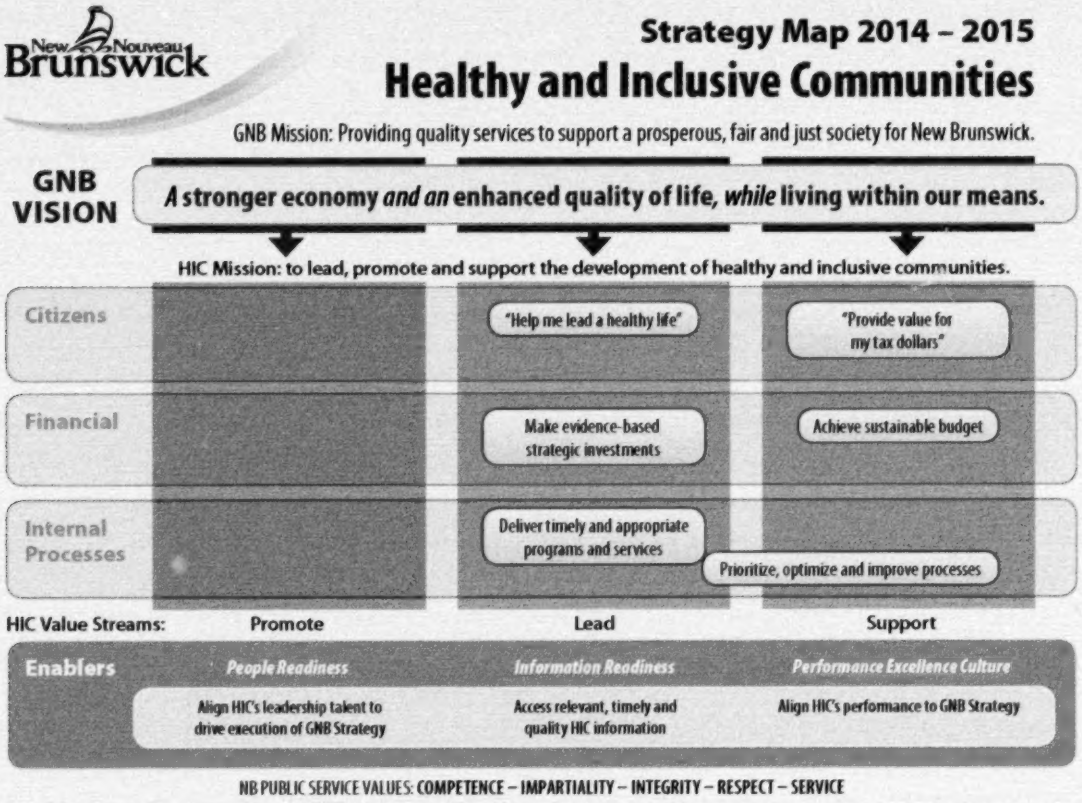
The enablers ensure that GNB is ready to execute the strategy through internal processes. Leaders and employees need to develop and demonstrate behaviours that engage others to ensure the success of strategic projects. Leaders need the right information at the right time to make strategic decisions, and the culture must align and recognize those who contribute to achievement of the strategy.

Departmental Strategy Map

The Department of Healthy and Inclusive Communities is among the Wave III group of government departments implementing a formal management system. As such, in 2013-2014, the department undertook the development of a Strategy Map. The department's strategic direction aligns with government's vision, particularly as it relates to ensuring that New Brunswickers enjoy an enhanced quality of life. Our primary objective is to support action on all dimensions of wellness and on all determinants of health.

Our Strategy Map focuses on supporting citizens in leading a healthy life. Through a variety of initiatives, the department works with individuals, groups, non-profit organizations, communities, businesses and all levels of government, to improve the quality of life for New Brunswickers.

We offer strong leadership and build partnerships to assist communities in identifying and building upon their own assets. To ensure greater accountability of the dollars being spent, the department will make certain that investments are evidence-based so that the right programs and services are provided, as needed, throughout the province.


New Nouveau Brunswick
Strategy Map 2014 – 2015
Healthy and Inclusive Communities
GNB Mission: Providing quality services to support a prosperous, fair and just society for New Brunswick.
GNB VISION
A stronger economy and an enhanced quality of life, while living within our means.
HIC Mission: to lead, promote and support the development of healthy and inclusive communities.
Citizens
"Help me lead a healthy life"
"Provide value for my tax dollars"
Financial
Make evidence-based strategic investments
Achieve sustainable budget
Internal Processes
Deliver timely and appropriate programs and services
Prioritize, optimize and improve processes
HIC Value Streams:
Promote
Lead
Support
Enablers
People Readiness
Information Readiness
Performance Excellence Culture
Align HIC's leadership talent to drive execution of GNB Strategy
Access relevant, timely and quality HIC information
Align HIC's performance to GNB Strategy
NB PUBLIC SERVICE VALUES: COMPETENCE – IMPARTIALITY – INTEGRITY – RESPECT – SERVICE

Performance Measures

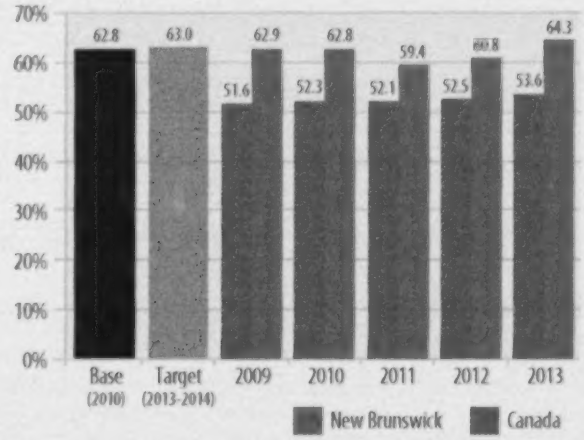
Strategic Theme: A stronger economy	Measures:
N/A	N/A
Strategic Theme: Enhanced quality of life	**Measures:**
"Help me lead a healthy life."	% of New Brunswickers overweight or obese
Make evidence-based strategic investments	% of communities that are active in a wellness network in the Province.
Strategic Theme: Living within our means	**Measures:**
Achieve Sustainable Budget	Ratio of actual to budgeted expenditures
Enablers (HR, IT, Performance Excellence Culture):	**Measures:**
N/A	N/A

Strategic Theme: Enhanced Quality of Life

Objective of the measure
"Help me lead a healthy life"

Measure
Percentage of New Brunswickers overweight or obese.

Description of measure
The percentage of overweight or obese New Brunswickers is based on all citizens over the age of 18 who self-report that they are overweight or obese. Body mass index (BMI) is used to calculate obesity. BMI is a measure of body fat based on a simple calculation using a person's height and weight. A BMI of 25.0 or more is overweight or obese, while the healthy range is 18.5 to 24.9. BMI applies to most adults 18-65 years.



Overall performance
The Province of New Brunswick's obesity rate for 2013 was higher than it has been in five years. It takes years before real change in weight status of the population is seen. Changes in lifestyle are required over the long-term to make any significant reductions in this measure.

Baseline: 62.8% (2010)
Target: 63% (2013)
Actual: 64.3% (2013)

Why do we measure this?
The overweight/obesity indicator provides information related to the health and well-being of New Brunswickers. The lower the percentage of persons who are overweight/obese, the lower the risk in the population of a number of chronic conditions, such as type 2 diabetes, high blood pressure, heart disease and some forms of cancer.

Overweight and obesity is a complex problem with many causes and interconnected factors. Factors that contribute to the problem include poverty, literacy, education, as well as rural residence and minority status. In part, this means that people's ability to make healthier choices is shaped by the choices they have. The impact of being overweight or obese on quality of life, health care costs, performance, and other variables is well documented.

In 2013, New Brunswick ranked third highest in Canada with respect to the rate of overweight and obese adults.

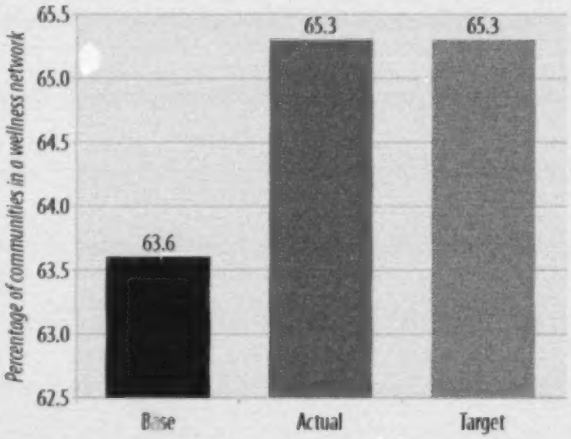
What projects were undertaken in the reporting year to achieve the outcome?
The department continued to promote the Provincial Wellness Strategy and to work with communities, schools, workplaces and individuals to support creation of environments that promote wellness. This will provide opportunities for New Brunswickers to be physically active and eat healthy in an effort to reduce unhealthy weights.

Strategic Theme: Enhanced Quality of Life

Objective of the measure
Make evidence-based strategic investments

Measure
Percentage of communities that are active in a wellness network in the Province.

Description of measure
The department works with communities in the province to support wellness initiatives through involvement in 23 Wellness Networks. Communities are encouraged to become actively engaged in a wellness network to ensure a collaborative approach is taken to address priorities related to the well-being of residents.



Overall performance
In 2013-14, 77 of the 121 incorporated communities (63.6%) were engaged in a wellness network. Historically, the department has been able to encourage two communities per year to engage in a wellness network. In 2013-14 this target was achieved and there are currently 79 communities actively involved in a wellness network.

Baseline: 63.6%
Target: 65.3%
Actual: 65.3%

Why do we measure this?
Population health requires a comprehensive approach. When members of a society recognize that health is much more than health care, work together to address all the social, economic and environmental determinants of health and focus on all dimensions of wellness, then the health and well-being of a population will be optimized. Achieving wellness is most effective when it involves many stakeholders taking coordinated action in a variety of ways. Encouraging communities to become active in a wellness network builds capacity and ensures collaborative action is taken towards healthy lifestyles in a variety of settings. Grounded in strong partnerships, wellness networks organize community efforts towards enhanced wellness.

What projects were undertaken in the reporting year to achieve the outcome?
The department's Regional Wellness Consultants supported the Wellness Networks by providing resources and support to mobilize community action on wellness priorities. Wellness networks promote **healthy eating, increased physical activity and/or other wellness goals** through family-friendly activities and events such as walking clubs, community gardens, cooking lessons for adults and children, and much, much more.

Strategic Theme: Living Within Our Means

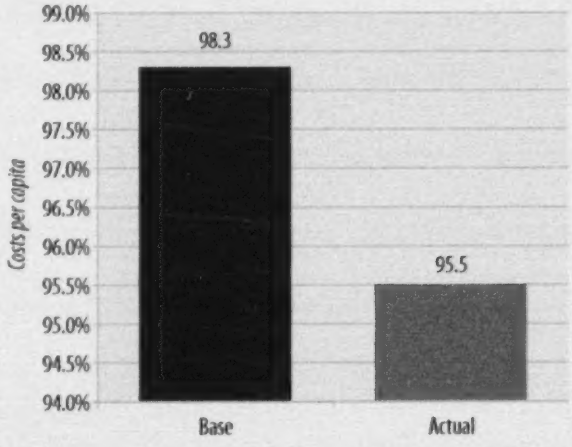
Objective of the measure
Achieve Sustainable Budget

Measure
Ratio of actual to budgeted expenditures.

Description of measure
Measures whether the Department is adhering to the expense budget that it tabled at the beginning of the fiscal year.

Overall performance
In 2013-2014, the department's budget was set at $17.3 M. The department was able to keep spending down and underspent by 4.5% of our budget and spent only $16,526 million (95.5% of the budget).

Baseline: 98.3% (2012-2013)
Target: N/A
Actual: 95.5% (2013-2014)



Why do we measure this?
This measure is critical to ensuring that the department can manage overall expenses compared to budget. In an effort to live within our means, departments worked to monitor expenses and take steps to correct any variances as they occurred that might result in being over-budget.

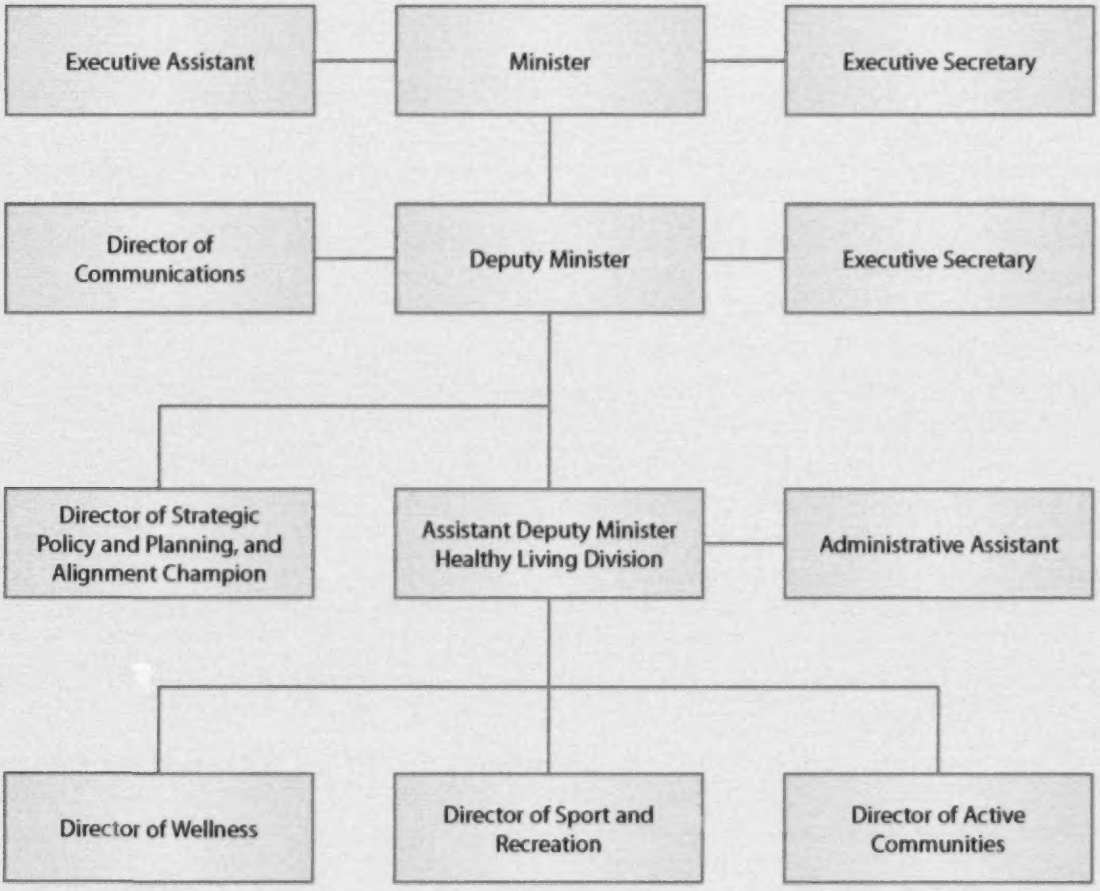
What projects were undertaken in the reporting year to achieve the outcome?
During 2013-2014, the department took steps to review its spending and, where possible, was able to reduce expenditures to be able to come in under budget.

Overview of Departmental Operations

The Department of Healthy and Inclusive Communities' mission is to lead, promote and support the development of healthy and inclusive communities.

Each division and branch plays a crucial role in collaborating with and empowering communities to enhance the quality of life for all New Brunswickers.

High-level organizational chart



Division Overview and Highlights

Communications Branch

The mandate of Communications is to provide public awareness of departmental programs, policies and services.

The Communications Branch provides strategic communications, planning and advice to the Minister, senior managers and staff. The Branch is also responsible for media relations and ensuring public access and public awareness to information about the department's programs and services. The Branch manages the department's webpage and provides support to the Minister in coordinating activities related to the Legislative Assembly.

Highlights:

- The Branch promoted services offered by the Department of Healthy and Inclusive Communities, such as the toll-free information line for seniors, wellness clinics for seniors, *Home First*, and regional wellness forums.
- Communications helped organize activities for campaigns such as Wellness Week, Sports Day in Canada, *Bring Back Winter Play* and The Wellness Movement.

Strategic Policy and Planning Division

The Strategic Policy and Planning Branch is responsible for:

- Coordination, management and development of the department's policy and legislative proposals;
- Providing strategic direction for policy development;
- Providing strategic planning for the department;
- Administration of the *Right to Information and Protection of Privacy Act;*
- Supporting the Minister during the Legislative Session; and
- Intergovernmental, interdepartmental and stakeholder relations.

The Branch also coordinated cross-departmental initiatives to ensure an integrated approach to policy development in four key target groups: seniors; youth; persons with a disability; and persons living in poverty.

The Senior and Healthy Aging Secretariat falls within the Branch and has continued to promote active living, healthy aging and wellness for seniors.

During 2013-14, activities related to the performance excellence process were led by the Branch.

Highlights:

- Provided support to the Economic and Social Inclusion Corporation in the development of *Overcoming Poverty Together 2.*
- Renewed the Senior Goodwill Ambassador Program in June of 2013 to better align with the mandate of the department.
- Continued to maintain linkages with other provincial government departments and with the federal government on social policy issues related to the mandate of the department.

Healthy Living Division

The Healthy Living Division is comprised of three Branches: Wellness, Sport and Recreation and Active Communities.

The objective of the Division is to work with New Brunswickers to promote healthy living through oversight of sport, recreation and wellness programs and services within New Brunswick.

The Division's mandate is to:

- Provide support and give direction to the growth and development of amateur sport and recreation in New Brunswick;
- Support the delivery of community-based wellness, sport and recreation initiatives through a network of eight regional offices; and
- Improve population health through a provincial wellness strategy which includes goals to improve mental fitness and resilience and increase physical activity levels, rates of healthy eating and rates of residents living tobacco-free.

Wellness Branch

The role of the Wellness Branch is to provide effective leadership and direction, meaningful support, target monitoring and, where appropriate, strategic intervention in partnership with provincial, regional and local organizations. The Branch also develops strategic partnerships with other provincial and federal governments and agencies to ensure wellness initiatives are strategically aligned with other efforts.

In 2013-2014, the efforts of the Branch were focused on key activities related to five strategic directions, both within specific settings (school, community, home and workplace) and across all settings. The strategic directions are:

- Partnership and collaboration;
- Community development;
- Promotion of healthy lifestyles;
- Surveillance/evaluation/research; and
- Healthy policies.

Sport and Recreation Branch

The mandate of the Sport and Recreation Branch is to provide strategic leadership and support to strengthen Sport and Recreation in New Brunswick and promote participation, foster development and celebrate excellence to improve well-being and quality of life for all.

During the 2013-2014 fiscal year the Branch continued to provide support in the following four key areas:

- Sport System Development;
- Recreation System Development;
- High Performance Athletes; and
- Preparation of teams for Les Jeux de la francophonie and Canada Games.

Active Communities Branch

Active Communities Branch continues to foster a network of self-sufficient local and regional organizations, capable of providing sport, recreation, wellness and physical-activity opportunities in communities. The Branch provides on-going consulting, administrative services and financial assistance to a variety of partners.

Clients and partners included:

- Volunteers in recreation, sport and physical activity organizations;
- Agencies such as seniors clubs, disabled and other special-interest groups; and
- Schools and health-promotion groups and wellness networks.

The Branch plays a key role in the support and delivery of initiatives to increase awareness of physical activity, recreation, sport and wellness at the local and regional level such as *Join the Wellness Movement* and *Go NB* in partnership with both the Wellness and Sport and Recreation Branches of the department.

The Branch continues to focus on its strategic plan, *Communities in Action*, to guide its work towards three identified strategic goals:

- Developing sustainable partnership network;
- Engaging and mobilizing communities; and
- Empowering leaders through sport, physical activity and wellness.

Highlights:

- *Wellness Branch:*
  - Established wellness clinics for seniors. Clinics were held in 12 regions around New Brunswick. The clinics provided seniors, their families and caregivers with access to information to assist them in aging well.
  - With the addition of over 300 community groups, schools, workplaces and families (representing 35,000 people) to this year, the Wellness Movement has engaged over 400,000 New Brunswickers since its inception. Approximately 75% reported a positive impact on their personal wellness and an enhanced connection to their community or group.
  - Implemented the third round of the Student Wellness Survey with grade 4 and 5 students and their parents. 133 schools participated representing a 60% response.
- *Sport and Recreation Branch:*
  - In June 2013, six names were inducted into the New Brunswick Sports Hall of Fame as honoured members: Peter Cameron (athlete-wheelchair sports), 1988 Campbellton Tigers (team-hockey), Dean Hitchcock (athlete-volleyball), Ron Hooper (builder-basketball), George LeFeuvre (builder-cross country skiing), John Steele (athlete-golf).
  - Provided leadership and financial support towards the preparation of Team NB for the 2013 Canada Summer Games held in Sherbrooke, Quebec. Capturing 16 medals, Team NB consisted of over 400 athletes, coaches, managers, technical support staff and mission staff.
  - Provided a financial contribution to both the Canadian Tire Jumpstart Foundation and to KidSport New Brunswick in support of sport and recreation programming for at-risk youth, which has reached over 6,000 New Brunswick children and youth.
- *Active Communities:*
  - The Branch continued to support its community partners with financial assistance in the following programs: Through its School Wellness Consultants, provided advice and support to the Department of Education and Early Childhood Development as they collaborated with Canadian Tire to create the *Active at School: Premier's Challenge.*

Corporate Services

Corporate Services are provided to the Department of Healthy and Inclusive Communities by the Department of Finance. These services include:

- Human Resource services;
- Information Management and Technology; and
- Financial.

Highlights:

- Staff met throughout the year to review and discuss the results of the 2010 Public Service Employee Engagement Survey, Career Development Tools, Talent Management Programs, and an Employee Recognition Event.
- In 2013-2014, six employees were recognized by the Deputy Minister and Minister for their contributions and commitment.
- Pursuant to section 4 of the *Civil Service Act*, the Deputy Minister of Human Resources delegates staffing to each Deputy Head for their respective departments. For 2013-2014, the Department of Healthy and Inclusive Communities advertised five competitions, including two open competitions and three closed competitions.

Financial Information

Departmental Expenditure Status Report by Program/Primary
Fiscal Year Ending March 31, 2014

	Budget ($000)	Actual ($000)
Personal Services	4,683.5	4,635.9
Other Services	2,281.3	2,257.8
Materials and Supplies	55.8	285.9
Property and Equipment	20.9	13.2
Contributions and Grants	10,269.4	9,806.1
Debt and Other Charges	0.0	0.1
Contracts and Projects	595.0	0.0
Chargeback Recoveries	-595.0	-472.9
TOTAL	**17,310.9**	**16,526.1**

Summary of Staffing Activity

Pursuant to section 4 of the *Civil Service Act,* the Deputy Minister of the Department of Human Resources delegates staffing to each Deputy Head for their respective departments. Please find below a summary of the staffing activity for 2013-2014 for the Department of Healthy and Inclusive Communities.

The department advertised 5 competitions, including 2 open (public) competitions and 3 closed (internal) competitions.

Pursuant to section 15 and 16 of the *Civil Service Act,* the department made the following appointments using other processes to establish merit than the competitive process:

Appointment type	Appointment description	Section of the *Civil Service Act*	Number
Specialized Professional, Scientific or Technical	An appointment may be made without competition when a position requires: • a high degree of expertise and training • a high degree of technical skill • recognized experts in their field	15(1)	1
Equal Employment Opportunity Program	Provides Aboriginals, persons with disabilities and members of a visible minority group with equal access to employment, training and advancement opportunities.	16(1)(a)	NIL
Department Talent Management Program	Permanent employees identified in corporate and departmental talent pools, who meet the four-point criteria for assessing talent, namely performance, readiness, willingness and criticalness.	16(1)(b)	NIL
Lateral transfer	The Government of New Brunswick transfer process facilitates the transfer of employees from within Part I, II (School Boards) and III (Hospital Corporations) of the Public Service.	16(1) or 16(1)(c)	3
Regular appointment of casual/temporary	An individual hired on a casual or temporary basis under section 17 may be appointed without competition to a regular properly classified position within the Civil Service.	16(1)(d)(i)	NIL
Regular appointment of students/ apprentices	Summer students, university or community college co-op students or apprentices may be appointed without competition to an entry level position within the Civil Service.	16(1)(d)(ii)	NIL

Summary of Official Languages

Introduction

During fiscal 2013-2014, work was undertaken in the Human Resources Branch to adjust the Department of Healthy and Inclusive Communities Action Plan on Official Languages. This plan was modeled on the Government Plan on Official Languages which was introduced in 2011. The intent of the Government Plan is to advance the status of official languages and ensure that government departments implement the necessary measures to enable them to fulfill their obligations under the *Official Languages Act* (OLA) by 2013.

Focus 1

- **Action:** linguistic profiles will be updated and maintained to ensure that the department has the capability to offer quality services in both official languages.
- **Activity:** linguistic profiles are monitored on a monthly basis to ensure that they are current and also that the number of bilingual requirements in each work unit is appropriate.
- **Action:** the departments and agencies will ensure that all written and oral communication with clients will be in the language of their choice.
- **Activity:** Human Resources made presentations on official language policies.

Focus 2

- **Action:** performance reviews will be offered and conducted in the employees' official language of choice.
- **Activity:** all managers have been informed on the language of work policy through training provided.

Focus 3

- **Action:** employees will participate in training sessions enabling them to discuss the advantages of official bilingualism and convey the government's message.
- **Activity:** the human resources branch delivered presentation on official language policies to employees.

Focus 4

- **Action:** the department ensures all managers review the official languages policies as part of the performance management process and discuss the ability to provide the services in both official languages as required.
- **Activity:** the employee performance review process includes a review of the official languages policies.

Conclusion

One of the primary indicators of success is that the department received only one official complaint under the OLA in 2013-14 and it was deemed to be unfounded.